

79-9002



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON, D.C. 20319

18-4864/1

NDU-P

27 December 1978

Admiral Stansfield Turner  
Director  
Central Intelligence Agency  
Washington, D.C. 20505

Dear Admiral Turner:

The National Defense University has been authorized again by the Joint Chiefs of Staff to offer a limited number of student spaces in its 1979-80 classes at The National War College and the Industrial College of the Armed Forces to executives from various departments and agencies of the Federal Government. It is a pleasure to invite you to nominate four candidates from your Agency for The National War College and one for the Industrial College of the Armed Forces for the ten-month course commencing in August 1979. Descriptive summaries of the college programs are attached.

We believe it highly important to have nominees from your Agency participate in this program not only for the educational and professional development of the individual but also to provide representation of the views of your Agency throughout the course.

To assist you in the selection of your candidates to attend the course, attached is an extract from the Department of Defense Instruction establishing the criteria for selecting DOD students. On the basis of long experience, these criteria have been framed carefully to provide the University with students who derive maximum benefit from their ten-month participation.

A key part of the learning process at the colleges is the exchange of ideas, knowledge, and experiences among the military and civilian students who represent a variety of agencies and functional activities. This exchange receives its direction and meaning through the common ground, shared by all students, of interest and career potential pointed toward high-level positions of trust in the Federal Government. For civilian students, we feel it is especially important that each nominee be considered by his or her agency as a career executive expected to reach highly responsible positions in the future.

Registration is scheduled for 13 August 1979, and the courses will last until mid-June 1980. We would appreciate having your nominations no later than 15 April 1979, and preferably sooner, to include a personal history of sufficient substance to permit evaluation of his or her qualifications. Clearance for access to Top Secret information is required. ✓

If you have any questions, I would be pleased to discuss them with you. Queries of an administrative nature may be directed by your staff to my Chief, Administrative and Personnel Services Division, whose telephone number is 693-8623.

I am confident that the participation of your Agency in our programs will be mutually beneficial, and we at the University look forward to welcoming your representatives.

Sincerely,



R. G. CARD, JR.  
Lieutenant General, USA  
President

Inclosures  
As stated

*Many thanks, again, for your superb session  
with our students, faculty & staff!*

THE NATIONAL WAR COLLEGE  
Fort L. J. McNair  
Washington, D.C. 20319

1. General.

a. The mission of The National War College is to conduct senior level courses of study and associated research in national security policy with emphasis on its formulation and future direction in order to enhance the preparation of selected personnel of the Armed Forces, the Department of State, and other US Government departments and agencies for the exercise of joint and combined high-level policy, command, and staff functions in the planning and implementation of national strategy. This executive development course relies heavily on the student's educational background; a Bachelor's Degree or its equivalent is considered the minimum essential academic qualification.

b. A class of The National War College consists of 160 students: Army--40; Sea Services (Navy, Marines and Coast Guard)--40; Air Force--40; Federal agencies--40 civilians. The average age is about 42, average time in Government service is about 18 years, and average time in grade about three years. The educational level is normally high. For example, 112 students, 70 percent of the Class of 1979, hold graduate degrees.

c. Most military students are lieutenant colonels in the Army, Air Force, or Marine Corps, or commanders in the Navy or Coast Guard. Some are in the grade of colonel/captain, and many are promoted to that grade during the academic year. Civilian students are career personnel in General Schedule Grade 15, or Foreign Service Officer Class 3 or higher; however, personnel in Grade GS-14 (or equivalent) who have demonstrated a high potential for advancement may be considered for selection. The prerequisite for service selection of military students is 15 to 25 years of commissioned service. Equivalent experience for civilian students contributes to a balanced and diversified representation for the entire student body.

d. Most importantly, prospective students already should have demonstrated a strong potential for higher level responsibility so that the College's course in national security policy and strategy can add appreciably to their future value to the sponsoring agency. Only those with the highest potential for advancement should be nominated.

2. Curriculum.

a. The National War College curriculum is a ten month, full-time, program of study that focuses specifically on national security policy

formulation and the planning and implementation of national strategy. The curriculum is designed to give students the opportunity to broaden and sharpen their perspectives and critical analytical capabilities in order to function as public administrators in the increasingly complex world of national security policy and strategy.

b. A prescribed course, or Core Program, taken by all students, and elective studies comprise the academic year, running from early August to the following June. The Core Program focuses on three closely coordinated and reinforcing elements: (1) the complex of issues and forces that comprise the national security sphere and its environment; (2) the US governmental processes through which national security policy is made; diplomatic, military and economic strategies are formulated; and national security component programs are implemented; and (3) the range of executive skills--to include qualitative and quantitative analysis, interpersonal and interagency communication and coordination, and habits of critical thought--necessary to develop and carry out those policies and processes that serve our national interests.

c. The Elective Program complements the Core Program by permitting each student to structure his year to increase the breadth of his knowledge of national security affairs or to develop a more in-depth understanding of particular national security issues and executive skills. This individual tailoring of the curriculum combines analytical, practical and intellectual requirements and consists of research and elective course options.

### 3. Teaching Methodology and Emphasis.

The College academic program is designed to enhance the professional capabilities of the students to handle ideas, make decisions and manage programs involving national security issues of increasing breadth and complexity. Intellectual freedom is encouraged and there is neither a party line nor a school solution for the many issues addressed. Educational methods include: a distinguished guest and resident faculty lecture program, carefully integrated course readings, discussion groups and seminars, case studies, politico-military simulations, and challenging group efforts. The College's emphasis on participatory methodology requires each student's active engagement, both as an individual and as a representative of his or her department or agency.

INDUSTRIAL COLLEGE OF THE ARMED FORCES  
ACADEMIC AND PROFESSIONAL PROGRAM

MISSION: To conduct senior level courses of study and associated research in the management of resources in the interest of national security in order to enhance the preparation of selected military officers and senior career civilian officials for positions of high trust in the federal government.

General Background

The College conducts a ten-month resident study program from mid-August to mid-June, which examines the national implications of:

- Human and material resources, worldwide, to include the United States;
- Comparative economic capabilities and potential of major nations and regions;
- Management institutions, processes, and techniques;
- Management and operation of the Department of Defense, to include manpower and materiel;
- Emergency and industrial preparedness as an element of national military capability and mobilization potential.

The resident program includes basic studies in economic and management theory and practice, analytical decisionmaking, and computer systems. It provides a broad orientation in the national and international environment and the processes of national security policy formulation.

Resident students at the Industrial College number about 220 officers and civilians, carefully selected from the most promising career professionals of their respective Services and agencies. About four-fifths are military officers of lieutenant colonel, colonel, and equivalent rank, from the Army, Navy, Marine Corps, Air Force, and Coast Guard. The civilians, of equivalent Civil Service and other Federal Government service rank, come from a variety of federal agencies concerned with national security.

### Resident Studies

The resident course consists of a core program, in which all students participate, and supporting programs of elective courses and individual research, which offer the students opportunities for more intensive or extensive study in certain disciplines and subjects related to, or treated in, the core program.

Emphasis is placed on the development of managerial skills involving human resources, organizational behavior, organizational development, bureaucratic dynamics, budgetary and financial management, materiel resources, quantitative analytical techniques, and ethics. These themes provide opportunities for public sector managers and decisionmakers to enhance their abilities to blend applications of contemporary managerial techniques with a proper understanding of the human dimension of national security organization. These themes are introduced at the outset of the academic year and are reemphasized throughout the program.

The core program, taken by all students, currently includes four phases of instruction conducted sequentially. Each phase is based on specific learning objectives which form the "building blocks" of the curriculum, becoming more rigorous, more complex, and more demanding as the academic year progresses. Phase I is designed to establish basic perceptions of the uniqueness of the executive function. Phases II-IV provide additional perspectives needed to refine the executive perception with respect to the influence of the domestic and international environments and the availability of resources on decisionmaking. The program stresses the influence of Congress and private sector managerial processes on effective management of defense and national resources, as well as specific Department of Defense management systems. Incorporated in this sequential process are opportunities to apply the academic concepts derived from foundation and elective courses.

The electives program extends and supports the core curriculum by offering a substantial variety of courses designed to build on traditional academic disciplines by extending them to professional applications appropriate to resource management for national security. Courses are offered in the College's major disciplines of economics, management, human resources, and quantitative approaches to decisionmaking, as well as in national security environment studies and national defense management studies. Some electives are designed for students who have not had a recent opportunity to study related subjects, while other courses are intended for students with recent academic experience who want to probe more deeply into a specific area of the core curriculum.

All programs, sub-programs, and options are designed to contribute to an individually tailored approach to provide each student an opportunity to enhance his competencies to function at the highest levels of the national security structure. These educational components are integrated and coordinated throughout the academic year to support the overall learning experience. An atmosphere of intellectual freedom, candid discussion, intense inquiry, and interpersonal informality is encouraged in all phases of the curriculum.

CRITERIA FOR SELECTION OF CIVILIAN EMPLOYEES OF  
THE DEPARTMENT OF DEFENSE FOR ATTENDANCE AT  
THE JOINT COLLEGES

1. The opportunity of having civilian employees attending the joint colleges affords the Department of Defense another means of assuring that key civilian personnel are properly equipped to carry out responsible duties in the Department. It is important that the necessary time and attention, including the endorsement of the candidate by a high-level committee, be devoted to the selection of nominees for this purpose, if the Department is to take full advantage of this opportunity. In the selection, the following criteria will be observed:

a. The employee must have an appointment without time limitation and must have competitive status if employed in the competitive service;

b. The employee selected for the National War College or the Industrial College of the Armed Forces must occupy a position in grade GS-15 or above. In a few instances, employees in grade GS-14, who have demonstrated an exceptionally high potential for advancement, may be considered for selection;

c. The employee must have demonstrated a potential for higher level responsibilities in the DoD;

d. The employee must have arrived at a point in his career development where the specific educational opportunity offered by each of the colleges is appropriate and desirable for his future development within the DoD. Careful consideration should be given to the employee's probable future assignments and responsibilities and a judgment made concerning the applicability of the college's program to his development;

e. Because of the extremely broad scope of the college courses, employees nominated should have demonstrated a capacity to adjust themselves readily to a variety of substantial fields, to master complex subject matter quickly, to appreciate the problems and understand the implications involved in economic, political, technological, administrative, and military planning;

f. One of the learning techniques used by the colleges is small group activity. Employees nominated for attendance at one of the colleges should, therefore, have demonstrated an adaptability for work in small groups as an approach to the educational process;



g. The employee should possess the educational background, maturity, and poise to meet on an equal footing with the other military students (Army, Air Force, and Marine Colonels and Lieutenant Colonels, and Navy Captains and Commanders at the National War College and the Industrial College of the Armed Forces), and civilian students of equivalent rank;

h. The employee must have or be able to obtain clearance for access to Top Secret information;

i. The employee must desire to attend the college;

j. In order for the DoD to profit by the investment in personnel who take a course at one of the colleges, only employees who are expected to be available for further service in the DoD upon completion of the course should be nominated. Therefore, an employee nominated for the course must be willing, if selected, to agree to remain with the DoD for a minimum period of 3 years upon completion of the course, or for such a portion of this 3-year period as his services may be required.

2. Deviations from these criteria may be made only in exceptional cases if it is considered to be in the best interests of the DoD, and then only upon approval of the Head of the DoD Component concerned, or his designee for this purpose.

3. In addition to meeting the criteria in 1 above, employees nominated for The National War College should hold a position or be earmarked for one in which the political military affairs curriculum of The National War College is relevant. While specialists in technical or scientific matters are eligible, experience has shown that such persons also must have a strong background in the matters which are covered in depth in the curriculum. These include such national security fields as: International Affairs, the relation of military policy to foreign policy, the decision-making process, the US domestic environment, US strategy, plus an array of elective courses relating to US national security issues. The employee must have a broadly based educational background and be intellectually capable of future senior level assignments in planning, intelligence, and other joint activities, of the DoD, National Security Council, Department of State, ICA, AID, ISA, CIA, NSA, and other national security-oriented agencies. The National War College program requires a high degree of participation (oral and written) on national security related topics.

4. In addition to meeting the criteria in 1 above, employees nominated for the Industrial College of the Armed Forces must hold a position, or have been selected for a later assignment to a position, which entails considerable decision-making responsibility in the management of national security resources, including the related economic, social, political, environmental, technological, administrative and

military factors. Further, the employee's position should be one requiring an understanding in depth of the principles, policies, operations, and organizations involved in national and international security affairs.